

# INDONESIAN MILLENNIALS' NEEDS IN THE WORKPLACE

## Case Study in: PT Akur Pratama

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### Abstract

Recently the number of Millennials in the workplace is growing and soon projected to dominate the workforce. In the past, the companies succeeded in forcing their workforce to follow their principles. However, most of Millennials who have distinctive characteristics chose to leave the companies instead of being forced, which resulted in high turnover. The objective of this study is to explore Indonesian Millennials' needs in the workplace that could contribute to their engagement and also could help to reduce turnover. This study used qualitative approach by interviewed eight participants who work at least three (3) months at PT Akur Pratama. The result showed the most chosen factors as Indonesian Millennials' needs are coaching, teamwork, flexibility in hour, macro managing, develop relationship and fair compensation.

**Keywords:** Millennials, Millennials' characteristics, Millennials' needs, engagement, turnover

### Abstrak

*Belakangan ini jumlah Millennial di tempat kerja terus meningkat dan diproyeksikan akan mendominasi tenaga kerja. Dahulu perusahaan-perusahaan berhasil membuat tenaga kerja untuk mengikuti prinsip-prinsip mereka, akan tetapi kebanyakan dari Millennial memiliki karakter yang unik, memilih untuk meninggalkan perusahaan, sehingga angka turnover di perusahaan menjadi tinggi. Tujuan dari penelitian ini adalah untuk mengeksplorasi kebutuhan Millennial Indonesia di tempat kerja yang dapat berkontribusi terhadap keterikatan mereka serta dapat membantu untuk mengurangi turnover. Penelitian ini menggunakan pendekatan kualitatif dengan mewawancarai 8 partisipan yang telah bekerja minimal selama tiga (3) bulan di PT Akur Pratama. Hasil penelitian menunjukkan faktor yang dipilih paling banyak sebagai kebutuhan Millennial Indonesia adalah: pembinaan, kerja sama, fleksibilitas jam kerja, pengelolaan makro, menjalin relasi dan kompensasi yang seimbang.*

**Kata kunci:** Millennial, karakter Millennial, kebutuhan Millennial, keterikatan, turnover

### INTRODUCTION

Millennials are people who born in 1981-2000. According to Central Bureau of Statistics the number of Indonesian Millennials is approximately 85 billion or 31.8% in 2020. Millennials are labeled as job hoppers. In the past, the companies succeeded in forcing their workforce to follow their principles, but nowadays the companies can't use this kind of strategy anymore since Millennials choose to leave the companies instead of being forced.

Millennials predicted will dominate the workforce and this is inevitable. Previous research conducted in Indonesia by Dale Carnegie (2016) found 25% of Millennial employees are fully engaged with companies, 66% are partially engaged and 9% are feeling disengaged. Another research conducted by Lie & Andreani (2017) stated 65.8% of Indonesian Millennial employees

choose to leave their company after working for 12 months. Friani and Mulyani (2018) also stated the rate of turnover among Indonesian Millennials is quite high. The finding is consistent with research conducted by Deloitte Indonesia (2019) which some companies complained about high turnover rate of Millennial employees and made Human Resource Department challenged to retain and engage the Millennials.

Turnover becomes problematic when the wrong people are leaving and the costs are harmful. The costs caused by employee turnover can be a loss to financial aspect and non-financial aspect (Boushey & Glynn, 2012). By understanding the characteristics of Millennials and their needs in the workplace, the companies can construct new strategies to engage them. "Forward looking organizations have been investing a lot to attract, recruit, motivate, and retain the Millennials (Ozcelik, 2015). When the

companies able to reduce the turnover, it could keep the talented employees and preserves the company's performance. This research will explore Millennials' needs in the workplace that could contribute to Indonesian Millennials engagement, which the result could help the companies to reduce the turnover rate.

## **LITERATURE REVIEW**

### **Millennial Generation**

The generation born in 1981-2000 called as Millennials, as a result of the changing way they were being raised and they would be the first to graduate high school in the year 2000 (Strauss & Howe, 2000). Meanwhile, previous study conducted in Indonesia found a term "Phi Generation" as Indonesian Millennial Generation (Faisal, 2017).

Millennials have a distinctive characteristic compare to previous generations. This is inseparable with the way and the environment they were being raised. They are living in the era of the evolution of information and communication technology. Millennials are also the most educated generation of all time, attaining a higher rate of both high school and college educations than previous generations.

Millennial parents have always told their children, that they could be anything they wanted to be (Tulgan, 2009), this is parallel with Millennials are figuring out what they want to be and trying to find out what they want to be, which also resulted in keeping resume updated and changing the workplace.

### **Millennial Characteristics**

Millennials have unique characteristics which are: quick decision makers, want instant action, expect immediate results, think in the short term, education-focused, multicultural, want to make an impact on the world, opinionated, optimistic and antiwar (Schaefer, 2017). Millennials are confident, team-oriented, risk takers, and eager to job-hopping for better opportunities. Regardless of their job-hopper label, Millennials are focused on achievement and

strive to achieve something higher (Strauss & Howe, 2000).

Millennials are the first generation to grow up along with technology, which makes them technologically savvy (Shaw & Fairhurst, 2008). Marc Prensky (2001) defines this generation as digital natives, and processing information differently than previous generations. They use technology as their connection to the world and they are always connected 24/7. They are quick and efficient in finding information (Pew Research Center, 2010).

Millennials have technological tools that allowed them to do everything faster and efficient. This habit makes them expect faster communication, feedback and promotions (Lancaster & Stillman, 2010). Two-thirds of the Millennials expect promotion within first 15 months of their job (Burke, 2015).

Millennials were pampered and nurtured to avoid damaging their self-esteem (Murphy, 2008; Alsop, 2008). Millennials depend on their parents and other adults to guide, direct, and support them. They participated in multiple activities, and everyone received a trophy for participating (Tulgan, 2009). This "praise for anything" attitude is resulted in a high need of constant praise (Burke, 2015). They will work hard for praise and very success driven (Schaefer, 2017).

Millennials were raised in environments where their parents gave them a lot of attention; they became accustomed to coaching, direction, guidance, support, and shared wisdom (Tulgan, 2009). They want accelerated feedback and if they don't receive it, they would feel disconnected to their workplace (Schaefer, 2017).

Millennials want to know why and want to know now. They have strong curiosity and desire to understand why decisions are made, why they should be done in particular order, and what necessitates a given priority. They want to know what is occurring and long for the truth (Spiegel, 2013).

Millennials worked in teams at their school age. They expect to build new teams at work. Millennials believe collaboration contributes to a better work product. Millennials

are accepting multiculturalism (Venus, 2011). They see diversity as having broader thought and mindset (Lancaster & Stillman, 2010).

Millennials think it's their job to clean up the messes made by the previous generations (Lancaster & Stillman, 2010). They want to work for organizations that give back to the community (Schaefer, 2017).

### **Millennial Needs in the Workplace**

Millennials have distinctive set of needs in the workplace, which classified as six themes: challenging and meaningful work, transparency and communication, flexibility, collaboration and teamwork, work-life balance, and other factors which contribute to Millennials turnover intention (Schaefer, 2017).

#### ***Challenging and Meaningful Work***

Millennials want learning opportunities and new skills to help them advance their careers (Murphy, 2008). Millennials become bored easily, they require challenging work (Spiegel, 2013). Millennials feel insulted when tasked with meaningless work (Tulgan, 2009). Challenging and meaningful work has three subthemes: career advancement, career development, and meaningful work.

Career advancement and career development are two different concepts. The benefits of career advancement are gaining cross-functional skills, learning self-manage, and pursuing loftier career goals. Meanwhile, career development helps employees feel motivated and fulfilled because they are working toward their lifelong goals. Ability to see a path forward with career advancement and development opportunities included are very important to Millennials (Schaefer, 2017).

Career advancement means opportunity for growth and develop at the current roles; opportunity to get higher responsibilities. Career advancement is a short-term step, just one part of the bigger career development picture.

Career development is a lifelong journey of person's work identity; it's the big-picture of someone's ultimate career goal. Career development involves training new skills and moving to higher job responsibilities.

Meaningful work is more than being satisfied with compensation and benefits offered by the workplace. It is the feeling which employees get when they work serves a higher purpose. Millennials want to be a part of something, do something to help others, but that doesn't mean doing what others don't want to do. When Millennials asked to do a rather meaningless task, they would feel diminished (Schaefer, 2017).

#### ***Transparency and Communication***

Millennials want transparency and be able to trust others. They want feedbacks and coaching (Spiegel, 2013), speed and frequency of communication, clear direction and guidance. Millennials will work hard for praise (Schaefer, 2017). Transparency and communication has four subthemes: receiving feedback, receiving direction, receiving coaching, and recognition.

Millennials are able to give instant feedback and expect it in return (Cekada, 2012). They don't want annual review (Wright, Hribar, & Tsegai, 2017). Instead of doing annual performance evaluations, managers should give immediate feedback to their employees (Culbert, 2008).

Millennials left their workplace because they didn't receive the direction they needed (Schaefer, 2017). Another reason was the absenteeism of uniformity at the workplace, when task could be done with different ways depending on who you asked to.

Millennials desire to be coached rather than directed (Sheahan, 2005). Millennials want a mentor and a coach, not a manager (Wright, Hribar, & Tsegai, 2017). Managers should adjust their training techniques with three-step process: teach the basic, show the steps, then allow them to try the steps on their own (Cekada, 2012).

Feedback and praise serve as corrective mechanism for Millennials. Millennials are accustomed to frequent recognition and respond positively to it (Paper, A. W. *et al*, 2015). Enhancing awards and recognition programs can be used to motivate Millennials (Kilber, Barclay, & Ohmer, 2014). Millennials want rewards when

they have done good work or an outstanding job (Suleman & Nelson, 2011).

### ***Flexibility***

Millennials want flexibility with their work schedule to balance life and work issues. Around 66% Millennials would like to change their work hours (PwC, 2013). Millennials desire have the schedule they want, and not to worry someone micromanaging them (Espinoza, Ukleja, & Rusch, 2010). Companies that offer flexible work schedules, flextime, or part-time telecommuting have also seen retention rates increase (Bannon, et al., 2011). Flexibility has three subthemes: flexibility in hours, micromanaging, and telecommuting.

Micromanaging is when manager assigns the work, tells employees exactly how to do it, monitors them excessively, and often takes over when work is not done exactly as the manager wanted. Micromanaging Millennials results in disengagement and loss of productivity (Bielaszka-DuVernay, 2007; Romero, 2012). Micromanaging means the absenteeism of flexibility in decision making, which is a strong asset for Millennials engagement (Wright, Hribar, & Tsegai, 2017). Millennials do not settle for the old way of doing things, but instead always try to find new and more efficient methods (Sheahan, 2005).

Flexibility also comes in the form of telecommuting. Around 64% of Millennials would like to work from home (PwC, 2013). A research by Insurance Education Foundation (2016) found 4 out of 5 Millennials said they would rather have more vacation time and the ability to work from home than increased pay.

### ***Collaboration and Teamwork***

Millennials see the workplace as place to make friends and develop relationships (Meister & Willyerd, 2010). They think of teamwork as having diversity of thought and mindset (Lancaster & Stilman, 2010). Millennials are used to working in teams and expect to make friends with people at work (Wright, Hribar, & Tsegai, 2017). Collaboration and teamwork has two subthemes: developing relationships and teamwork.

### ***Work-life Balance***

Millennials work to live and define job by how well it fits in their lives and quality of work (Spiegel, 2013). Millennials look for tuition reimbursement, flexible spending accounts, volunteer time, and telecommuting. Millennials want to give back to the community and the world in meaningful ways rather than focusing merely on profit making (Wright, Hribar, & Tsegai, 2017). Work-life balance has two subthemes: benefits and volunteering/community service time. The term benefits in this study refer to health benefits, educational support and paid time off.

### ***Other Factors***

Other factors which contribute to Millennials turnover intention have three subthemes: Millennial friendly environment, compensation, and tools needed to perform the job.

Millennial friendly environment has relaxed atmosphere, does not stereotype Millennials, and show willingness to change. It is also where promotion based on work ethic or accomplishments, not on tenure (Schaefer, 2017). Millennials are interested in flexible work stations and open areas for small meetings (Brandt, 2014).

Compensation is not the number one in Millennials' list of needs, but it is still part of their list (Schaefer, 2017). Millennials have higher debt than other generations (Pew Research Center, 2014). Debt can play a factor in why Millennials choose to job hop to better paying company (Schaefer, 2017).

When workplaces don't provide the employees with the tools they need, it could cost turnover (Schaefer, 2017). By giving Millennials the necessary tools and resources they need to get started with project and letting them take full control can minimize micromanaging.

### ***Employee Engagement***

Organizational productivity is determined by employees' efforts and engagement (Musgrove & Ellinger, 2014). Employee engagement is employee's emotional commitment to the organization and its goals (Adkins, 2016). It isn't a measure of how happy an employee is at work,

it is how much the employee feels invested in and motivated by the job (Kruse, 2012).

Organizations with highly engaged employees experience increased customer satisfaction, profits, and employee productivity (Osborne & Hammoud, 2017). If organization is truly engaging its employees, the possibility of unexpected loss of skilled, experienced, and motivated quality workforce is less (Siddhanta & Roy, 2010).

## **Turnover**

Turnover refers to the number of employees that leave an organization for any reason (Meier & Crocker, 2010). There are five misconceptions to turnover (Allen, Bryant, and Vardaman, 2010).

First misconception is a judgment that all turnovers are bad. Turnover can be classified into: dysfunctional and functional turnover (Schaefer, 2017). Dysfunctional turnover is when key employees, employees with a special skill set, dedicated employees, and high performers leave the company. Functional turnover is when employees who are easy to replace or low performers leave the company.

Second misconception is a judgment that most employees quit because of pay. Compensation does matter for retention but it isn't the only factor for employees to seek other employment. The relationship between employees and manager plays an important role in turnover decisions (Allen, Bryant, & Vardaman, 2010).

Third misconception is a judgment that job dissatisfaction is the primary reason why people leave. Researchers found that job dissatisfaction accounts for 50% of turnover decisions (Schaefer, 2017). External opportunities may also lead to turnover. When employees receive an unsolicited job offer with more attractive package, this means the employees aren't dissatisfied with their work, they are just receive an offer that they can't refuse.

Fourth misconception is when managers believe they can't do anything to affect turnover decisions. Managers should evaluate the suitability between the applicant with the job and the organization. If they don't seem like an

organizational fit, they may contribute to turnover within the first year. Helping new employees to socialize with other employees will make them feel connected to the people and committed to the company. By providing effective leadership training and removing toxic or abusive managers can reduce turnover (Allen, Bryant, & Vardaman, 2010).

Fifth misconception is a judgment that general best practices are the best way to manage retention. Designing a strategic approach to remediate turnover requires the ability to identify the contributing factors to the organization's turnover rate (Allen, Bryant, & Vardaman, 2010).

These misconceptions may lead managers to execute ineffective retention strategies. The costs caused by employee turnover can be a loss to financial aspect and non-financial aspect (Boushey & Glynn, 2012). The financial costs account for cost of recruitment, training and development cost. Non-financial costs account for recessed company image, low motivation level for other employee, lost institutional knowledge, decreasing employee morale and performance gap in the company which would result in the pace of the new employee needed to be faster than before (Partnership for Public Service and Booz Allen Hamilton, 2010).

## **METHODS**

### **Research Methods**

The method used in this research is qualitative research method, which the researcher studies problem that calls for exploration of a phenomenon; relies on the view of participants; asks broad; general questions; collect data consisting largely of words (or text) from participants; describes and analyzes these words for themes; and conducts the inquiry in subjective and reflexive manner (Clark & Creswell, 2015).

'Indonesian Millennials Engagement in the Workplace' is inspired from the phenomena of surrounding environment, where Millennial employees often move from one workplace to other workplace. Followed by looking from the previous researches also stated the turnover rate of Indonesian Millennials is quite high. Therefore to explore and deepen the Millennials characteristics

and what Millennials need in the workplace, this research was using qualitative approach.

### **Data Collection Methods**

Research data can be categorized into primary data and secondary data. Primary data is initial data collected by the original researcher for their research, whereas secondary data is collected by someone other than researcher (O'Reilly & Kiyimba 2015). Primary data have been considered to be face-to-face collection such as interviews and focus groups. Meanwhile secondary data have been understood to be existing available sources. Sugiyono (2008) stated there are four methods to collect primary data, which are observation, interview, documentation, and combination (triangulation).

This research conducted interviews to collect primary data, and used previous journals and researches to collect secondary data. According to Creswell (2014) six to eight people is a good amount for interviews. The participants were eight Indonesian Millennials who had worked at least three months at PT Akur Pratama. Four of them chose to resign, and the remaining four are still working. The resigned participants coded with R, while participants who are still working coded with W.

### **Data Analysis Methods**

Miles & Huberman (2014) viewed qualitative data analysis as three concurrent flows of activity: data condensation, data display, and conclusion drawing & verification. Data condensation refers to the process of selecting, focusing, simplifying, abstracting, and/or transforming the data that appear in written-up field notes, interview transcripts, documents, and other empirical materials. Data display refers to assemble organized information into an immediately accessible, compact form so the analyst can draw justified conclusions. Conclusion drawing involves stepping back to consider what the analyzed data mean and to assess their implications for the questions at hand. Conclusion verification entails revisiting the data as many times as necessary to cross-check or verifies this emergent conclusion. This research used data condensation, data display and

conclusion drawing & verification to analyze the data.

### **RESULT**

R1, a 28 year old male with Bachelor's degree, worked as a Supervisor for 1 year 3 months. His needs in a workplace are: having interpersonal relationship with his supervisor, colleagues and sub-ordinates; teamwork to solve the problems and achieve the goals, flexible working time, recognition from his supervisor and the company, training and development to upgrade his skills, opportunity to do some other projects other than of his main responsibility, promotion, paid time off, educational support, and fair compensation. He wants to have a supervisor who could receive feedback. He prefers to receive coaching instead of direction. For him, coaching is not only being given explanation but also directly showed the technique, supported by the opportunity to try itself. Three of his needs were fulfilled: teamwork, a good relationship with his colleagues and sub-ordinates; also training and development. His relationship with his supervisor wasn't good enough. He felt the frequency of training and development was not enough, which he thought it should be once every three months. He described his previous workplace was Millennial unfriendly; the policies were never adaptive with young adult's development. Things he didn't like from his workplace: the absenteeism of flexible working time, unethical and inconsistent rules from his supervisor, the compensation and benefit were unfair; he was forced to work overtime without being paid, it was considered as a form of loyalty to the company. The main reason behind his resignation was stucked career development which promotion was decided by the supervisor's personal preference. Another reason, the policies that made by his supervisor often deviated from the central office principal which made the rules were unethical and inconsistent.

R2, a 29 year old male with Bachelor's degree, worked as a Human Resource Manager Area for 2 years 1 month. His top three needs in a workplace are: good relationship with his colleagues, independent to determine the way to

finish the job, and teamwork to achieve common goals. He likes to work outside the office, sharing system and receiving feedback to analyze his performance timely. He prefers to receive coaching instead of direction. He stated that given a project with guidance from supervisor and opportunity to use his way during implementation as a coaching. His ideal company is a company which paying attention to the welfare of the employees, run the business honestly and provides flexible working time. He got an opportunity to work outside the office and to work with different position. His supervisor gave him independency to determine the way to finish his job. He had good relationship with his supervisor and colleagues. Worked at the central office was really challenging; other division who have higher position than him often used their seniority to interfere his jobs, which this was one of the reasons why he decided to resign. Another reason was his company's policies often collide with his own principle and conscience. He stated his previous workplace was Millennial unfriendly; the compensation and promotion in the company were decided by how long someone work in the company and the personal connection with the owner or the owner's family. He stated the compensation and benefit provided by the company at that time were not balance with his contribution.

R3, a 28 year old female with Bachelor's degree, worked as Finance Staff for 2 years 7 months. Previously, she worked as Supervisor for 4 months then she submitted resign because of working time's schedule. However, at that time Management Trainee program needed a female who will be trained to fill fashion division. In the 6th month of her trainee period, she was offered to fill Finance Staff position, which suitable with her. She stated the positive thing she got was an opportunity to try different positions, so she could find out the right position. She felt being appreciated by the bonus for her performance and the appraisal from her supervisor. Her needs in a workplace are: training and development to increase her skills, availability of career development, opportunity to work outside the office with flexible hour, compatibility between

the education background and the responsibilities, and balance between compensation and contribution. She prefers coaching instead of receive direction for new assignment which she hasn't done it before. She described coaching as being given detailed guideline and attention of step by step she does. She stated the importance of sufficient hardware and software to finish her jobs, because the company was still using the old technology. She stated her previous workplace was Millennial unfriendly; irresponsive with changes in digital era. Other things she didn't like from her previous workplace were: inconsistent instruction between her supervisor and the owner, the occasional feedback from the owner which was limited to urgent matters only. The promotion opportunity was low; it was based on tenure and personal connection. The main reason why she resigned was the absenteeism of educational support from the company.

R4, a 26 year old male with Bachelor's degree, worked as Management Trainee for 1 year 7 months. Previously he worked as Supervisor for 3 months and he offered to join the Management Trainee program. He described his needs in a workplace are: teamwork to achieve common goals, developing relationship with colleagues inside and outside of working time, training and development to be a professional and opportunity to work outside the office with flexible hour. He prefers to receive coaching rather than direction. He described group discussion as coaching, being given the real case which the company is currently facing, supported by the guideline of case limitation and the opportunity to execute the ideas in order to handle the case. First, he liked the training in Management Trainee program. However, he became disappointed because this program shaped its members to be an individualist. Because of the trainee position, every division's head was considered as his supervisor. This was resulted in the absenteeism of creativity room, since the trainee was mandated to study based on the structured curriculum. He became more disappointed, the objective of the Management Trainee program was to fill the position at new stores which are far from big city or stores which have serious problem. He

assumed this position as quick fix to solve problems and to take advantage of someone who really needs a job to fill the vacancy at unfavorable stores, which mostly people wouldn't choose it, if this vacancy explicitly opened. He described his previous workplace was Millennial unfriendly. Although the number of Millennials who employed there were high, the top management was handled by the prior generation, who are satisfied with stability and reluctant to change. It was impossible to expect this workplace would take care of the Millennials.

W1, a 26 year old male with Bachelor's degree has been working as a Supervisor for 3 years 5 months until now. He likes his responsibilities and the company's environment which makes him comfortable. Previously, he worked at a different branch office, where the seniority and individualism culture were high, so he decided to move to other branch office. At the new branch office he feels the environment is Millennial friendly, he has better relationship with his supervisor, who gives him independency in determining how he finishes his job. He has solid team and good relationship with his colleagues. However, a thing he doesn't like is the absenteeism of flexible hour. He doesn't have time to enjoy his personal life; somehow difficult for him to acquire day-offs on weekends. He feels his contribution is not worth the amount compared with the compensation. He is asked to work overtime without being paid as a form of loyalty. His needs in a workplace are: having solid team, good relationship with his colleagues, receives feedback from his supervisor, easiness to get paid time off, and appropriate overtime expense. He prefers to receive coaching rather than direction, to deepen the skills needed in his current profession, with guideline and example followed by the opportunity to execute it directly. He needs challenge in a workplace to make him not bored. He thinks his job is still challenging, which is a reason of his staying.

W2, a 27 year old female with Bachelor's degree has been working as a Supervisor for 2 years 3 months until now. From her job, she likes to organize the products, the subordinates and analyze office data. The most challenging thing

for her is working in shift. Day-off can change anytime in order to fulfill the company's need. She often asked to do things out of her main responsibilities. At one side this is a positive thing because it involved teamwork to cover each other, but at another side she is tired with the overlapping, when her main responsibilities haven't finished yet and she must do other's responsibilities. Firstly, she thought she would stay at her workplace only for 3 months because she felt she was not capable enough. However, at that time the vacancy only available for Supervisor position and she decided to try it. Her preference is to work at nonprofit organization; a company which fights for certain value, has not sole focus on profit, but has contributions for society. Her needs in a workplace are: macro managing from her supervisor, a supervisor who could receive feedback, teamwork, opportunity to organize her working time and work outside the office, and opportunity to try different positions. She prefers to receive instead of receiving direction. According to her, coaching is being given clear guidance and motivation to finish the job. Training and development make her keep motivated. She stated her current workplace is Millennial unfriendly, where everything has predetermined procedures which can't be changed. Her workplace has fulfilled none of her needs. She is staying only because she hasn't found a new workplace yet. Other reasons which make her want to resign are: micromanaging, unreasonable and ignorant supervisor, the stagnancy in company's pace, career uncertainty and unfair compensation, since she often forced to work overtime.

W3, a 25 year old female with Bachelor's degree has been working as a Human Resource Manager Area for 10 months until now. Her ideal company is a company with an open minded leader, who could listen and understand the needs of his/her employees. From her current job, she enjoys to work back office, connected with data and administrative procedure. She mentioned two things she doesn't like: she should educate the employees with the materials out of her field and she should take over things out of her responsibilities. She described her needs in a



workplace are: leave work on time, appraisal and feedback from her supervisor to keep her motivated, a supervisor who could receive feedback, teamwork, good relationship and better communication with her colleagues. She prefers to receive coaching instead of receiving direction to finish new assignment which she hasn't handled before. She described coaching is being given detailed and structured each step needed to do, but with the independent to determine the way as long as she could finish the assignment properly. She mentioned the importance of compatibility between education and position. She described her workplace is Millennial unfriendly. The policies are rigid, which actually she thinks the policies are needn't since they are not crucial things. She described her supervisor is unreasonable, ignorant, and too meddling with how she finishes her job, sometimes make her fed up. A reason of her staying is because she is a type of person who is lazy to adapt to new environment.

W4, a 28 year old male with Bachelor's degree has been working as a Supervisor for 3 years 8 months until now. He likes to manage the products and the subordinates. His ideal company is a company with open minded and wise leader who gives opportunity for his/her subordinates to express their opinions, a company which provides fair compensation and facilities for its employees. His needs in a workplace are: a supervisor who could receive feedback, opportunity to apply his ideas, being involved in arranging a company's strategy, teamwork to achieve common goals, leave work on time, sufficient tools to perform his jobs and the balance between compensation and contribution. He prefers to receive coaching instead of receiving direction. He wants coaching with guideline to deepen the skills needed in his current profession, followed by the opportunity to execute the ideas directly. He has good relationship with his colleagues and work on team to solve the problems. From the job itself he stated nothing that he dislikes, but he is feeling uncomfortable with his supervisor. He described his supervisor often inconsistent with her words, speaks harshly, too micromanage, unfair and unreasonable. He stated his workplace is

Millennial unfriendly, although the most employees are Millennials, the promotion at his workplace is based on his supervisor's personal preference. He mentioned that the tools he needed to perform his job are broken, but his supervisor doesn't want to change it. He feels the contribution compare to the compensation is unfair; he is being forced to work overtime without being paid and to do something out of his responsibilities. A sole reason why he is staying at his current workplace is a financial factor, he thinks to get a new job nowadays is difficult.

## DISCUSSION

R1 needs training and development to upgrade his skills and the opportunity to do some other projects other than of his main responsibility. R3 needs training and development to increase her skills. R4 needs training and development to be a professional. W1 needs challenge in a workplace to make him not bored. W2 stated training and development keep her motivated. From these four participants it can be concluded that Millennials need career advancement. This finding is similar with Schaefer (2017), the ability to advance in the organization is a reason for Millennials to stay or leave. Likewise a research by University of North Carolina found nearly 2/3 of the Millennials say that the most influential factor in their current job is the opportunity for personal growth (Wright, Hribar, & Tsegai, 2017).

As written in the literature review above, opportunity to get more and higher responsibilities is a part of career advancement. However, W2 stated her dilemma about being asked to things out of her main responsibilities when she hasn't finished her main responsibilities. W3 stated thing she doesn't like from her current workplace is when she should take over things out of her responsibilities. W4 complained that he often forced to do something out of his responsibilities. From this finding it can be assumed that not all Millennials like to be given more responsibilities, it depends on the way of their thinking, whether they think it as an opportunity or more like a burden.

One of the main reasons behind R1's resignation was a stuck career development. R3 mentioned the availability of career development as one of her needs. W2 stated career uncertainty as her consideration behind her resignation intention. Although W4 didn't mention career development as his need, he feels irritated when he found out the promotion at his current workplace is based on the supervisor's personal preference. From these four participants it can be concluded that career development is a part of Millennials needs in the workplace. It is similar with the previous study: Millennials are looking for the next best thing and they want to improve themselves constantly to reach the top (Nickell, 2014). The availability of opportunity for career development within the company viewed as a favorable environment for Millennials (Cahill & Sedrak, 2012).

R3 stated the compatibility between the education background and the responsibilities is important. R4 decided to resign because the program he joined was designed to fill the vacancy at the unfavorable stores. W3 mentioned the importance of compatibility between education and position. This finding from three participants can be categorized as meaningful work, which is similar with the previous research. Millennials want to be a part of something, do something in order to help other people, but that doesn't mean doing what other people don't want to do (Schaefer, 2017).

R2 likes the availability of sharing system and receiving feedback in his workplace. R3 stated the importance of feedback from the owner. W1 needs receiving feedback from his supervisor. W3 stated receiving feedback keeps her motivated. Four participants indicated receiving feedback as their need in a workplace, which is similar with the previous research. Millennials are able to give instant feedback to others and expect it in return (Cekada, 2012). Millennials don't want annual review; they want constant feedback (Wright, Hribar, & Tsegai, 2017).

None of the participants stated receiving direction as their need in a workplace, only a complaint from R3 about the inconsistency direction between her supervisor and the owner.

This finding is not similar with Schaefer (2017), Millennials decided to leave their workplace because they didn't receive the direction they needed. All participants prefer to receive coaching rather than direction. This finding is similar with the previous research, Millennials want a mentor and a coach, not a manager (Wright, Hribar, & Tsegai, 2017). Millennials desire to be coached, rather than directed (Sheehan, 2005). According to all participants, Millennials' perception of coaching is by given clear guidance and motivation supported by the opportunity to determine their way and execute their ideas. Coaching can be implemented in forms like project and group discussion about the real case which the company is currently facing. This is quite similar with the statement from Cekada (2012), managers should adjust their training techniques to Millennials with three-step processes: teach the basic, show the steps, then allow them to try the steps on their own.

R1 needs recognition from his supervisor and the company. R3 felt being appreciated by the appraisal from her supervisor. W3 keeps motivated by the appraisal form her supervisor. This finding from three participants can be categorized into recognition. This finding similar with the previous research, enhancing awards and recognition programs is a technique managers can use to motivate Millennial employees (Kilber, Barclay, & Ohmer, 2014).

R1's one of the resignation reason was the absenteeism of flexible working time. R2's ideal company is a company that provides flexible working time. R3 and R4 need flexible hour. W1 stated one thing he doesn't like from his current workplace is the absenteeism of flexible hour. W2 needs the opportunity to organize the working time by herself. This finding indicated six participants need flexibility in hour, which is similar with the previous study. Millennials view a favorable work environment as one that offers them flexible work schedule (Cahill & Sedrak, 2012). The ability to come by personal preference, whether early or late is a very important factor for Millennials to decide stay or leave (Schaefer, 2017).

One of the reasons behind R2's resignation is the interference from other divisions. R4 described much interference from other division's head, resulted in the absenteeism for his creativity room. W1's current supervisor gives him independency in determining how he finishes his job, which indirectly makes them have better relationship. W2's consideration of resign intention is micromanaging from her supervisor. W3's supervisor is too meddling which makes her fed up. W4 needs the opportunity to apply his ideas and being involved in arranging a company's strategy. From these six participants it can be concluded that Millennials do not like being micromanaged. This finding is similar with the previous research. Micromanaging Millennials result in disengagement and a loss of productivity (Bielaszka-DuVernay, 2007; Romero, 2012). Millennials need to be able to trust others and not feel micromanaged to keep them motivated (Schaefer, 2017).

R2 likes to work outside the office. R3, R4 and W2 need opportunity to work outside the office. These four participants' need can be categorized into telecommuting, which is similar with the finding from the previous research. Four out of five Millennials would rather have the ability to work from home rather than increased pay (Insurance Education Foundation, 2016). Millennials appreciate perks such as flextime, unlimited paid time off and telecommuting (Wright, Hribar, & Tsegai, 2017). Millennials view a favorable environment work which provides option for telecommuting (Cahill & Sedrak, 2012).

R1 wants to have interpersonal relationship with his supervisor, colleagues and sub-ordinates. One of R2's top needs is a good relationship with his colleagues. R4 needs developing relationship with his colleagues both inside and outside of working time. W1 needs good relationship with his colleagues. W3 wants to have good relationship and better communication with her colleagues. This finding can be categorized into developing relationships. This finding from five participants is similar with previous study. Millennials are used to working in

teams and expect to make friends with people at work (Wright, Hribar, & Tsegai, 2017). Millennials see the workplace as another place to make friends and develop relationships (Meister & Willyerd, 2010).

R1 needs teamwork to solve the problems and achieve the goals. R2 and R4 need teamwork to achieve common goals. W1 decided to move to another branch office, because the seniority and individualist culture at his previous office. W2 and W3 need teamwork in a workplace. W4 needs teamwork to achieve common goals. Seven participants stated they need teamwork, along with the finding from previous research. Millennials prefer teamwork to independent-type work (Cekada, 2012). Millennials like to work in teams (Lancaster & Stillman, 2010; Meister & Willyerd, 2010). Millennials learned early in life to recognize everyone's contributions in a group setting and how to work together to achieve success (Wright, Hribar, & Tsegai, 2017).

R1 needs paid time off and educational support. R3 decided to leave her workplace because of the absenteeism of educational support. W1 needs easiness to get paid time off. These three participants' need can be categorized into benefits. This finding is similar with Schaefer (2017), Millennials look for perks such as tuition reimbursement, flexible spending accounts, volunteer time, and telecommuting.

Surprisingly only W2's preference to work at a company which has contributions for society. This finding is different from the previous research, Millennials want to give back to the community and the world in meaningful ways rather than focusing merely on profit making (Wright, Hribar, & Tsegai, 2017).

Based on the author's observation, the interior design at PT Akur Pratama's office is using monochromic colors and standard cubicle which are considered unattractive and dull for Millennials. This workplace doesn't have any specific room for taking a break. It also doesn't provide a lounge for the employees to have their lunch. A main reason behind R1's resignation was a stuck career development which promotion was decided by the supervisor's personal preference. R2 decided to leave his workplace, one of the

reasons is the compensation and promotion were based on tenure and personal connection. R3 stated her previous workplace was irresponsive with changes in digital era; the promotion opportunity was low, it was based on tenure and personal connection. R4 stated his previous workplace was a Millennial unfriendly environment and it was almost impossible to expect Millennials being taken care of. W1 moved to another branch office caused by a Millennial unfriendly environment. W2 stated everything has predetermined procedures which can't be changed at her workplace and one of her resign consideration factor is the stagnancy is company's pace. W3 stated her workplace policies are rigid. W4 stated his workplace is a Millennial unfriendly environment, where promotion is based on the supervisor's personal preference. Two participants decided to leave, one participant moved to another branch office, and one participant has intention to leave because of a Millennial unfriendly environment. The rest of participants are aware with their Millennial unfriendly environment. From this finding, it can be concluded that Millennials actually need Millennial friendly environment, which has a relaxed atmosphere, does not stereotype Millennials, and show a willingness to change or be flexible when necessary. It is also a workplace where promotion based on work ethic or accomplishments and not on tenure (Schaefer, 2017).

R1 needs fair compensation. At his previous workplace he was forced to work overtime without being paid as a form of loyalty. W1 stated he is asked to work overtime without being paid as a form of loyalty; meanwhile one of his needs is appropriate overtime expense. W4 stated he is being forced to work overtime without being paid. R2 stated the compensation was not balance with his contribution. R3 needs balance between compensation and contribution. The finding from these five participants can be categorized into compensation. This finding is contrast with the finding from the previous research which compensation was not mentioned as Millennials' need by most researchers. However this finding is parallel with Schaefer

(2017), compensation is not the number one in Millennials' list of needs, but it is still a part of their list.

R3 stated the importance of sufficient hardware and software to finish her jobs. W4 needs sufficient tools to perform his jobs. Statement from these two participants can be categorized to tools needed to perform the job. This finding is similar with Schaefer (2017), if organizations do not provide the employees with the tools they need, it could cost them turnover.

R1's dislike from his previous workplace is unethical and inconsistent rules from his supervisor. W2's leave intention is caused by an unreasonable and ignorant supervisor. W3 described her supervisor is unreasonable and ignorant, which sometimes makes her fed up. W4 described his supervisor unfair, unreasonable, inconsistent, and often speaks harshly. From these four participants, it can be concluded that supervisor plays an important role in maintaining and retaining Millennials.

R1 mentioned he wants to have a supervisor who could receive feedback. W2, W3 and W4 need a supervisor who could receive feedback. From these four participants, it can be concluded that the communication in Millennials should be two-ways. Millennials like to receive feedback, but they also want to give feedback.

R2 got an opportunity to work at different position. R3 stated one positive thing she got from her workplace is an opportunity to try different positions. W2 want an opportunity to try different positions. From these three participants, it can be concluded that job rotational program can be utilized as one way to engage Millennials. Job rotational program can keep employees challenged and motivated. In certain situation it can help the company to identify the best person for specific position.

One participant (R2) decided to leave because his company's policies often collided with his own principle and conscience. He considered the policies were unethical. R2's perception of ideal company is a company which run the business honestly. As a Human Resource Manager, he became disappointed, when he found out the compensation and promotion were based

on tenure and personal connection with the owner or owner's family. From this finding, it can be assumed that some Millennials work with conscience and want to work honestly. If a workplace runs the business with unethical and dishonest strategy, there would be a chance of Millennial employees' resignation.

## CONCLUSION

The most chosen factors as Millennials' needs are coaching, teamwork, flexibility in hour, macro managing, develop relationship and fair compensation. Meanwhile, Millennials' needs in a workplace sorted by the most chosen factors are: coaching, teamwork, flexibility in hours, macro managing, developing relationship, fair compensation, career advancement, career development, opportunity for telecommuting, receiving and giving feedback, reasonable supervisor, Millennial friendly environment, meaningful work, recognition, benefit, opportunity to try different positions, tools needed to perform the job, volunteering, ethical & honest business.

Millennials prefer to receive coaching rather than direction. They don't like to be micromanaged. They are uncomfortable with unfair and unreasonable supervisor. Millennials need a 'leader' instead of 'manager' who instructs everything. A workplace should provide leadership training for the supervisor and remove the toxic supervisor. Coaching can be implemented in new assignments, project or even group discussion by giving the real case of the company's currently facing. Give them the guideline, motivate them, and let them determine their way and execute their ideas.

Millennials have constant need for social connection. They also get used to work in team since school, that's why they want to create their own team at the workplace. If it's not possible to provide full team's task, then a workplace should balance between individual's task and team's task. However, if it's difficult to provide team's work, a workplace can change the individual's goal becomes team's goal.

Millennials need career advancement, career development and meaningful work.

Millennials have quite high pride and need to be challenged. However, a workplace should be careful when give Millennials bigger responsibility. Some of them assumed it as a burden rather than an opportunity.

Millennials like to receive feedback and want to give feedback as well. Millennials also need recognition. The communication with Millennials should be two-ways. They want to be heard, considered useful and important for the workplace. Appraisal from the supervisor and award event could help the workplace to engage Millennials.

Millennials need flexibility in hour, opportunity of telecommuting and macro managing. If flexibility in hour is not possible for every type of business, a workplace still can provide for opportunity of telecommuting at least once a month. A workplace also should give Millennials trust in order to macro manage them.

Millennials need fair compensation and benefit such as paid time off and educational support. Millennials want a balance between contribution and responsibilities. A workplace shouldn't take their employees for granted by ask them to work overtime without being paid as a form of loyalty. If a workplace couldn't afford to give paid time off for every employee, it could be provided for the best employee of the month. Educational support's form is not only about the money spent for the tuition, it also can be in a form of moral support by giving a permit to leave work on time.

Millennials need opportunity to try different positions and tools needed to perform the job. This indicated Millennials actually want to perform their best performance. A workplace should provide job rotational program to help them understanding their passion and talent in order to find a suitable career path. By providing sufficient tools, not only it would give easiness, but also help Millennials to perform their best.

Millennials want to contribute for society. They need a Millennial friendly environment and want to work with ethic and honesty. A workplace should make a donation program at least once a year. If a workplace couldn't change the interior design for the Millennials, they should consider

scheduling a routine external auditing, which could also help to create a Millennial friendly environment by making the promotion based on performance.

When a workplace understands the Millennials' characters and needs, not only it could engage them, but also minimize the intention to leave and reduce the turnover of Millennials.

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